

**CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF FACULTY COUNCIL MEETING
FRIDAY, MAY 7, 1993**

Present:**Members:**

C. A. Ross, Chair

D. Acland (Acco. & MBA), A. Ahmad (Fina.), K. Argheyd (Mana.), B. Barbieri (Mktg.), C. Bayne (DS&MIS), U. de Brentani (Assoc. Dean), D. Cimaglia (CASA), J. Dracontaidis (CASA), C. Draimin (Assoc. Dean), G. Edwards (CASA), M. Franklin (Mana.), Z. Gidengil (Mktg.), S. K. Goyal (DS&MIS), A. Hochstein (Fina.), S. Hoffman (Lib.), A. B. Ibrahim (Mana.), A. Jalilvand (Fina.), N. Kaminaris (CASA), G. Kanaan (Acco.), V. H. Kirpalani (Mktg.), G. Martin (Comp. Sci.), J. Oberg-Muller (Liaison), D. Otchere (Econ.), L. Prendergast (Reg.), A. Saks (Mana.), R. Sedra (CASA), S. Tamas (Acco.), T. J. Tomberlin (DS&MIS)

Guests:

L. Hébert (Mana.), M. Ibrahim (Acco.), L. LeCouvrie (Alum.), A. Szyngiel (CGSA), A. Vroom (Alum.)

Absent with**regrets:**

A. Christopoulos (CASA), V. Fragiskos (CASA), R. Hall (CASA), P. E. Pitsiladis (Mana.), F. Rashkoven (Mana.), F. Simyar (Acco.), L. Shanker (Fina.), M. Sharma (DS&MIS)

I

Call to Order

The meeting was called to order at 09:40.

II

Closed Meeting

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

III

Open Meeting

IV

Approval of Agenda, CAFC-93-05A

The agenda was approved as presented.

V

Approval of Minutes of Previous Meeting - CAFC-93-04M

The minutes of the Faculty Council meeting held Friday, April 2, 1993, CAFC-93-04M, were approved with the following revisions: Add to list of attendance: V. H. Kirpalani (Mktg.), revise affiliation for M. Franklin to read (Mana.), revise spelling error, page 9, paragraph seven - appraisal.

VI

Chair's Remarks and Question Period

The Chair advised that he and the Associate Deans, Programme Directors and Department Chairs have participated in two all-day Faculty planning sessions since the last meeting of Council. It was decided that emphasis would be placed on ensuring the excellence of the Faculty's undergraduate

programme. He advised that other issues of concern included a lack of focus in the Faculty, excessive bureaucracy and low morale in the Faculty. He reported that the group agreed that retention of students in the undergraduate programme was considered to be critical and several ideas were generated such as establishing a mentoring programme for new students, a structural change in the student advisory system and a proposal for a Commerce College. A sub-committee was struck to further examine the notion of a Commerce College. In conclusion, the Chair advised that these ideas will be discussed at length in the fall term.

The Chair's letter which appeared in *The Thursday Report* which clarified the role of teaching evaluations relative to tenure-track professors was commended.

The seniority of LTAs vis-a-vis part-time faculty was questioned. It was noted that the CUPFA seniority listing was based on the number of courses taught as a part-time faculty member. In the case of an LTA who taught part-time, either prior to an LTA contract or in addition to the LTA contract, all subsequent courses taught are expected to be considered in ranking seniority. During the discussion, it was pointed out that no one was clear about the seniority status of an LTA who becomes a part-timer but has never taught as a part-timer. It was suggested that clarification be requested from CUPFA and CUFA.

In response to a question about a recent newspaper article which claimed that the Faculty has a quota for hiring female faculty members, the Chair stated that male faculty members are also considered and hired. The Chair explained that each department in the Faculty and the University has the goal of achieving a gender balance in the professoriate in keeping with the policy of the University that states that when all else is equal in terms of candidates' qualifications, a female candidate is given priority.

With regard to a question about the extension of the admission deadline by one month, the Chair advised that in response to a decline in new admission the Faculty agreed to extend the time limit while maintaining the current standards for admission. He noted that new admissions are expected to be between 630 - 700.

The Chairs responded to a question about the on-going TBAs in the registration information by reiterating their willingness to provide the information while expressing some frustrations with the administrative deadlines which seem to prohibit timely delivery to the registrants. It was suggested that course assignments be allocated on a two year basis.

The Chair agreed to check the University's policy with regard to the use of lap-top computers for examinations.

Guests: Leisha LeCouvie, Ann Vroom, Alumni Affairs

Anne Vroom described the services and activities of the Alumni Office and Alumni Associations. A booklet of pertinent literature was distributed to all Council members. The Mentor Programme, the Speakers Programme and CAST, Concordia Alumni Student Team, were highlighted and suggestions for cooperative development efforts and ideas for the Concordia University Magazine were encouraged.

A vote of appreciation for the work of the Office of Alumni Affairs was extended by members of Council.

VII Business Arising from Previous Meeting

1. Report of the Ad Hoc Committee on the Evaluation of Teaching (ACET) - CAFC-93-04A-03

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY A. AHMAD THAT FACULTY COUNCIL ACCEPT THE REPORT OF THE AD HOC COMMITTEE ON THE EVALUATION OF TEACHING (ACET) - CAFC-93-04A-03 AS A GUIDELINE FOR THE FACULTY OF COMMERCE AND ADMINISTRATION.

It was suggested that in the future some mechanism be put in place to remedy any weakness identified by the proposed evaluation.

In response to a question as to how this information will be communicated to faculty members, the Chair advised that a copy of the report will be sent to each member of the Faculty.

THE MOTION WAS CARRIED UNANIMOUSLY

It was suggested that the Ad Hoc Committee be asked to prepare a proposal for a mechanism to ensure the implementation of the recommendations of the report. The Chair stated that each DPC and the FPC will develop their own mechanisms.

2. **Annual Report - International Exchange Programmes - CAFC-93-04A-06**

IT WAS MOVED BY G. EDWARDS AND SECONDED BY S. TAMAS THAT FACULTY COUNCIL ACCEPT THE ANNUAL REPORT OF THE INTERNATIONAL EXCHANGE PROGRAMME.

It was suggested that students try to promote the importance of the exchange programme.

THE MOTION WAS CARRIED UNANIMOUSLY

3. **C.A.S.A. Motion - CAFC-93-04A-09**

THE FOLLOWING RESOLUTION WAS MOVED BY G. EDWARDS AND SECONDED BY J. DRACONTAIDIS:

WHEREAS, CLASSROOM DISCUSSION AND STUDENT PARTICIPATION ARE IMPORTANT TO THE OBJECTIVES OF MANY COMMERCE COURSES ESPECIALLY WHERE THE CASE ANALYSIS AND SIMILAR PEDAGOGICAL METHODS ARE USED,

WHEREAS, PARTICIPATION IS FREQUENTLY A MAJOR COMPONENT OF THE STUDENT'S FINAL GRADE,

WHEREAS, THE PHYSICAL ARRANGEMENTS AND CONDITIONS IN MOST CLASSROOMS USED BY THE FACULTY CONSTITUTE A SERIOUS OBSTACLE TO EFFECTIVE CLASSROOM DISCUSSION AND STUDENT PARTICIPATION,

WHEREAS, CLASS SIZES (NUMBER OF STUDENTS) ARE FREQUENTLY TOO LARGE TO ENCOURAGE OR FACILITATE STUDENT PARTICIPATION GIVEN THE PRESENT PHYSICAL ARRANGEMENTS AND CONDITIONS OF THE CLASSROOMS USED BY THE FACULTY,

WHEREAS, DECISIONS WITH RESPECT TO CLASS SIZES SHOULD TAKE ACCOUNT OF PEDAGOGICAL DESIGN AND OBJECTIVES,

BE IT THEREFORE RESOLVED THAT, AS FACULTY POLICY, IN ALL COURSES WHERE CLASS DISCUSSION AND STUDENT PARTICIPATION ARE FUNDAMENTAL TO THE PEDAGOGICAL OBJECTIVES, WHERE CLASSROOM FACILITIES ARE NOT DESIGNED FOR

OR CONDUCIVE TO CLASSROOM DISCUSSION AND STUDENT PARTICIPATION, AND WHERE STUDENT PARTICIPATION CONSTITUTES A WEIGHT OF 10% OR MORE OF THE STUDENT FINAL GRADE, THE CLASS SIZE BE RESTRICTED TO A MAXIMUM OF 35 STUDENTS.

During the discussion, strong frustration was expressed regarding inadequate facilities and excessive enrolments for accommodating class participation. The importance of student participation in small classes was agreed to, however, it was noted that the motion restricts the administration of the Faculty from making appropriate budgetary decisions. It was suggested that the motion be withdrawn and a student join the newly formed ad hoc committee to study the feasibility of a Commerce College. Charles Draimin, chair of the committee, explained that the committee is looking at how teaching excellence can be achieved in a period of reduced resources. It was suggested that the Faculty persuade the administration of the University to increase rather than continually decrease the Faculty budget. The Chair pointed out that the Faculty budget has never been reduced by the administration rather it has been increased to some extent each year. It was emphasized that the government is expected to cut the education budget again and that creative use of restricted resources is needed at this time. It was suggested that the Faculty may wish to reconsider the policy regarding DNE and drop deadlines as a means of curbing class sizes. A discussion regarding the quality of the physical facilities of the Faculty and University followed.

THE MOVER AND THE SECONDER AGREED TO WITHDRAW THE MOTION.

The mover, G. Edwards, also agreed to join the ad hoc committee as recommended by C. Draimin.

VIII **Report: Commerce Undergraduate Curriculum Committee** There was no report.

IX **Report: Graduate Studies And Research**

1. **Graduate Programme Curriculum Revisions - CAFC-93-05A-07A**

IT WAS MOVED BY U. DE BRENTANI AND SECONDED BY Z. GIDENGIL THAT FACULTY COUNCIL ACCEPT THE PROPOSED REVISIONS TO THE PH.D. CALENDAR SUBMISSION AS PER DOCUMENT CAFC-93-05A-07A.

U. de Brentani explained that the majority of the changes were editorial and have been approved by the respective departments.

It was agreed the following amendments be made to the document: Page 1/6, Proposed Text, be corrected to read decision sciences, management information systems; page 3/6, Proposed Text, last sentence to read: "Student must take at least two seminars (6 credits) in the major field and at least two seminars in the minor discipline,..."

THE MOTION WAS CARRIED UNANIMOUSLY.

IT WAS MOVED BY U. DE BRENTANI AND SECONDED BY C. BAYNE THAT FACULTY COUNCIL ACCEPT THE PROPOSED REVISIONS TO THE DIA/DSA CALENDAR SUBMISSION AS PER DOCUMENTS CAFC-93-05A-07B AND CAFC-93-05A-07C.

C. Bayne summarized the proposed revisions. It was suggested, for the purpose of clarity, that the documentation include a page which lists the current text along side a list of the

proposed text. In response to a question, it was confirmed that current students are responsible for the requirements specified at the time of admission to the programme.

With regard to proposal to merge MANA 510 and MANA 511 to form one course MANA 510, it was agreed that some mechanism be put in place to ensure that there is no confusion between the old MANA 510 and the new MANA 510.

C. Bayne confirmed that the DSA was represented in the decision-making process for the proposal. With regard to a question about resource implications, C. Bayne indicated that he did not expect any increase in resources to implement the change.

THE MOTION WAS CARRIED UNANIMOUSLY.

X Reports from Faculty Representatives on University Committees

1. University Senate - There was no report.

2. Arts and Science Faculty Council - There was no report.

3. Senate Academic Planning and Priorities Committee

A. Hochstein reported that the focus of the last two meetings was the budget - \$3.67M dollars will be cut from the University budget. It was proposed that new development programmes be put on hold and repayment of the deficit be reduced.

With regard to other measures proposed by the government bill and a private members bill, C. Draimin reported that personnel reductions in public institutions are expected to be 12% within five years with the benchmark being April 1993 with a 20% reduction in management personnel over a period of three years. A concrete plan of action is expected, at the latest, by December 1993. Additionally, starting with the 1994-95 budget year there will be commensurate reductions in the base funding of these institutions. He noted that these initiatives are not yet final but emphasized that it is clear that reduction must be planned for. This year, the budget provides a 0% indexation for salaries and the possibility of two or three days of unpaid vacation. He pointed out that a budget commitment has been made to cover the salary increases and SPS for faculty members as well as the increase in the part-time contracts. It was reported that the reduction in the repayment of the deficit and the capital budget were approved by SCAPP.

With regard to the 1993-94 Faculty of Commerce and Administration budget, C. Draimin reported that the capital budget is \$30,000 and the non-salary budget remains the same as it was in 1992-93.

In conclusion, C. Draimin advised that the universities plan to argue that the proposed cuts should not apply to them, either in whole or in part. He stressed that the primary objective of the University is to protect the delivery of the primary product, education for students. It is expected that personnel reductions will be handled chiefly by attrition - voluntary resignation and retirement. He advised that there will be full consultation with all University unions and associations as well as all units that will be affected.

A. Hochstein added that because of the uncertainty and confusion surrounding this issue, Dr. Cohen had agreed to write a memo of clarification to the University community.

4. Senate Academic Programmes Committee - There was no report.

5. Senate Research Committee - There was no report.
6. Academic Services Committee - There was no report.
7. University Library Committee - There was no report.
8. Fellowships, Scholarships and Awards Sub-Committee - There was no report.
9. Sub-Committee on Academic Computer Policy - There was no report.
10. Computer Resources Committee - There was no report.
11. Board of Governors
N. Kaminaris reported that the Board has received feedback on the report of the ad hoc committee and plans to recommend a process whereby differences can be resolved - a joint Senate/Board of Governors meeting was suggested. In addition, N. Kaminaris also reported that the process for the appointment of a new Chancellor was discussed and will be a topic of discussion at the next Senate meeting.
12. Council of Graduate Studies - There was no report.
13. Student Administrative Studies - There was no report.

XI

Reports from Student Associations

1. C.A.S.A. Report
R. Sedra outlined the objectives of C.A.S.A. for 1993-94 - (1) bond with student body - a buddy-system will be launched; (2) improvement in communications and marketing - the Communiqué has been cancelled in favor of a student newspaper which will be published twice a month; (3) the opening of the Computer Lab by September 1st; (4) renovations of the C.A.S.A. offices.
2. C.G.S.A. Report
A. Szyngiel advised that the members of the CGSA are: Eric Tardiff, President, Serge Ghattas, Vice-President Internal, Joyce Rabi, Vice-President External, Andrew Szyngiel, Secretary Treasurer, Jill Collins, Vice-President, Academic, Peter Valiquet, 2nd Year MBA Representative, Shirley Skutnik, Part-time MBA Representative, Rania Ijhaish, M.Sc. Representative, Helen Danakas, DIA/DSA Representative, Alejandro Ramirez, Ph.D. Representative. He reported that the two main objectives of the C.G.S.A. are: (1) completion of MBA/M.Sc. lounge; (2) maintenance of computer lab.

XII

New Business

1. Diagnostic Report on Female Administrative and Support Staff
This item was tabled for discussion at the next meeting of Council.
2. Ecole Sport-Etudes - CAFC-93-05A-03
IT WAS MOVED BY N. KAMINARIS AND SECONDED BY A. B. IBRAHIM THAT FACULTY COUNCIL ACCEPT THE DOCUMENT, ECOLE SPORT-ETUDES, CAFC-93-05A-03.

The Chair explained that the document pertains to university or Cegep students who are training to represent Canada in the Olympics and proposes an agreement between Ecole Sport-Etudes and these institutions whereby the institutions agree to permit special scheduling flexibility for such students who miss classes and deadlines due to

their training/competition commitments. It was agreed that the documentation was not clear enough so that meaningful discussion could take place at the department level. The mover agreed that clarification is needed and moved to amend the motion to approve the proposal in principle:

BE IT FURTHER RESOLVED THAT THE FACULTY COUNCIL RECOMMENDS TO SENATE THAT THE DEPARTMENT OF RECREATION AND ATHLETICS SEND SUPPORTING DOCUMENTS TO THIS ITEM TO THE VARIOUS UNIT HEADS OF THE UNIVERSITY.

The seconder agreed to the amendment.

Due to the confusion caused by the unclear documentation, the Chair suggested that the motion be withdrawn. He further proposed that he would, with the concurrence of council members, inform Senate that the Faculty supports the notion in principle but requires additional information. It was suggested that the motion include conditions of acceptance.

The following amendment was recommended by K. Argheyd:

BE IT RESOLVED THAT THE FACULTY OF COMMERCE AND ADMINISTRATION AGREES TO PROVIDE SPECIAL ACADEMIC ASSISTANCE AND TREATMENT TO ALL STUDENTS WHO ARE TRAINING AS MEMBERS OF THE CANADIAN NATIONAL OLYMPIC TEAM.

The mover and the seconder agreed to the proposed amendment.

THE MOTION WAS CARRIED UNANIMOUSLY.

3. **Proposal for the Restructuring of the Office of Research Services (SCAPP-93-41-01) - CAFC-93-05A-04**

This item was tabled for discussion at the next meeting of Council.

4. **The Revised 1993-1994 Provisional Operating Budget - CAFC-93-05A**

It was noted that the original ten-year plan to eliminate the accumulated deficit was conditional on the government not reducing university funding. Due to the forthcoming budget cut, this plan will be revised to extend over a longer period of time. Some concern was expressed that this plan will involve straight line depreciation. The Chair recommended that the concern about the current method of handling the debt of the University be discussed at the Senate meeting.

As a point of clarification, the Chair advised that this is not a issue that needs approval or acceptance but rather a simple sharing of information.

XIII Other Business

1. **Faculty Council Elections - CAFC-93-05A-06**

The following faculty members were elected to serve on the Faculty Election Panel:

Term of Appointment: 2 years - June 1, 1993 - May 31, 1995

Ibrahim Aly, Accountancy Department

Kenneth MacKenzie, DS&MIS Department

Jay Mannadiar, Finance Department

Nord Sovik, Management Department

Term of Appointment: 1 year - June 1, 1993 - May 31, 1994

Ron McTavish, Marketing Department

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY A. JALILVAND THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED.

The meeting was adjourned at 12:45.

XIV

Next Meeting

The next meeting of Faculty Council will take place on Friday, 21 May, 1993, in room GM403-2 and will begin at 09:30.